

PLANNING AHEAD

Notes for the Planning and Policy Community

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Introduction

Jan Rasgus – CECW-PD


This edition of *Planning Ahead* is dedicated to Dr. Jim Johnson for 34 years of contributions to the Corps planning program and his tireless efforts to improve planning capability in the Corps through his Planning Excellence Program (PEP).

Upon his arrival in HQUSACE as Chief of Planning and Policy, Jim identified a critical loss of capability to plan, analyze and develop solutions to water resources problems. In response, he initiated a task force to develop a “Hire, Train, Retain” program for the planning function. Through his exceptional leadership, a comprehensive program to improve planning training from entry level to expert was developed and implemented. This program was then expanded to address other needs as well. The Planning Excellence Program now embodies efforts to develop planning leadership, improve and validate analytical tools and models, improve quality assurance/quality control, improve environmental benefit evaluation procedures, develop policies and procedures to formulate environmentally sustainable projects, delegate approval authority, establish centers of specialized planning expertise, and establish an Office of Water Project Policy Review. Each one of these initiatives is discussed in detail below. [book icon](#)

Note from Director of Civil Works

MG Robert Griffin

I want to take this opportunity upon the occasion of his retirement to thank Dr. Jim Johnson for his extraordinary commitment to improving planning excellence. Jim saw the need to strengthen planning capability and leadership through extensive training and leadership development. In addition, he identified and implemented efforts to modernize planning processes and tools including strengthening quality assurance/ quality control, improving and validating analytical models and tools, improving environmental benefit evaluation, and developing specific policies and procedures to implement the environmental operating principles. His efforts to reinforce our planning fundamentals, to enhance the Corps' technical credibility, and to develop robust planning organizations have been outstanding. The Planning Excellence Program is absolutely essential to the future success of our Civil Works Program and will depend upon continued MSC support. We must continue to provide our strongest corporate commitment to these essential planning fundamentals.

There are very few senior leaders within any large organization who truly have a long lasting, positive legacy...Dr. Jim Johnson is one of those few! 

Corps Planning Will Benefit From Johnson's Legacy


*James J. Smyth, Deputy Assistant Secretary of the Army (Project Planning & Review),
Office of the Assistant Secretary of the Army (Civil Works)*

On May 3, 2003, the Corps of Engineers will bid a heartfelt farewell to Dr. James Johnson, PhD., Chief of the Planning and Policy Division, Headquarters Civil Works. Dr. Johnson will retire after 34 years of outstanding service to the Nation. The Corps' planning community will lose a tireless leader and dedicated innovator. In his tenure as Chief of Planning and Policy, as Chief of Planning in the Baltimore District, and before that as a manager in Corps Headquarters, Dr. Johnson has always been an outspoken supporter of the planning community. Jim is a person who strives to solve problems in a collaborative way and who works toward a win-win outcome.

The capability to plan, analyze, and develop sound solutions to water resources problems is one of the great strengths of the Corps. Today, this is one of our greatest challenges. Dr. Johnson has worked hard to prepare the Corps to meet this challenge. I firmly believe that his initiatives to improve our planning capability will result in a significant payback for the Corps. Some of Dr. Johnson's many accomplishments, include:

- Reestablishing the Planning Associates Program,
- Establishing a masters degree program in Water Resources Planning & Management,
- Undertaking a Planning Model Improvement Initiative,
- Consolidating planning guidance,
- Developing a Core Planning Curriculum to improve basic planning skills and knowledge,
- Implementing a Leadership Initiative to develop and maintain future planning leaders,
- Initiating steps to improve the capability for Headquarters project reviews, and
- Establishing senior positions for Plan Formulators, Economists, and Environmental Planners.

Dr. Johnson has had a distinguished career with the Corps. As Chief of Planning and Policy, he has provided the Corps with effective, persuasive, knowledgeable, and sound leadership since September 1998. He has my personal thanks and appreciation.

But, what of you in the planning community? If we dedicate ourselves to sustaining what Jim started, we can continue to strengthen the Corps ability to deliver effective, technically sound, and supportable water resources projects. What an opportunity for all of us to honor Jim's dedicated service. **"ESSAYONS."** 

Planner Training

Russ Rangos & Harry Kitch– CECW-PG

Hire – Train - Retain

"The Corps of Engineers is the steward of the nation's water resources. The demands on these resources are many and varied, and we must be capable of addressing these demands in an orderly and professional manner. This is an activity that cannot be effectively "contracted out", but must be led and managed by a highly skilled professional work force. At the heart of that work force is the "planner", a person who is well versed in the problem solving arena and is capable of creating solutions to water resources problems that meet the test of Federal interest while satisfying the needs of our local partners. Despite the importance of planning, the Corps is losing its planning capability. Planning expertise is vested in an alarmingly small number of people within Civil Works, and a significant fraction of our remaining experienced, senior planners will reach retirement age in the next five years. In addition, although not specifically addressed by the task force, some districts' planning function have been weakened through reorganization, as well as through the loss of planning expertise to other functional elements and organizations within the districts. Many Districts do not have solid career paths for planners within the planning function. Grade levels for senior planners are not on a par with those in other technical specialties. Districts are finding it increasingly difficult to attract and keep new planners."

Such was how the Planning capability Task Force, chartered in July 2000, summarized the state of the Planning function in the Corps of Engineers. Through its efforts, as documented in its report dated January 2001, the task force sparked the resurrection of Planning that, a scant 3 years after its circulation, has exceeded the expectations of those who contributed to the report and the realization of its recommendations.

On 3 May, Dr. Jim Johnson, Chief of Planning and Policy Division, the not so "invisible hand" behind the creation, development, and realization of these programs, will retire. But he will leave behind an energized mission of planner training with a growing track record of success. As of that date, 26 sessions of the 8 course Planner Core curriculum will have been delivered to approximately 800 students in 8 MSC's; 1 student will have completed a semester in residence at Johns Hopkins University toward the award of a Masters Degree in water Resources Management and Planning; 8 Planning associates will be midway in their program of advanced studies in their development beyond the journeyman level.

Planner Core Curriculum

The Planner Core Curriculum (PCC), Jim Johnson's top priority for development among the recommendations in the HTR Report, was launched within a year of the Chief's approval to use central

funding to develop and deliver a “rapid response” program of instruction to assure a strong, sustained planning capability in the shortest time practicable. We are roughly halfway through this phase of the Planner Core Curriculum rapid response program.

The PCC rapid response program consists of 8 courses: Introduction to Planning; Planning Orientation Workshop; Planning Process Workshop; Plan Formulation Workshop; Environmental Considerations in Planning; Economic Analysis in Planning; Hydrologic and Hydraulic Considerations in Planning; and Public Involvement and Teaming in Planning.

The objective of the rapid response program is to provide one session of each of the 7 workshops (the Introduction to Planning course is a 2 part, one-on-one instructional module personally delivered by a senior home office manager to a new planner) in each of the 8 MSC's within the 4-year period which started in the 3rd Quarter of FY02.

By FY05, the program will be converted to a sustainable program, part of the Corps training program. Currently, the Planning Orientation Workshop, Planning Process Workshop, and Economic Analysis in Planning Workshops have PROSPECT Program equivalents. The Introduction to Planning course is being updated and maintained for local delivery by the Planning Associates as part of their program responsibilities. The remaining courses will require development for sustained Corps wide delivery.

The long-term goal for the PCC is to have as many planners as possible complete the 8-course curriculum within their first 3-4 years.

Planning Associates Program

It is difficult to put any of the major programs implemented under the Planning Excellence Program in any kind of priority order, but for pure nostalgic value, the rebirth of the Planning Associates (PA) Program earns serious consideration for top ranking.

Realizing the importance of taking high performing journeyman level planners to the next level, while at the same time taking into account the demographics of work and home constraints, the task force spun off a separate Expert Planner Program Development Team to come up with such a 'graduate' level training program. The obvious model was the old PA program, which after 33 years of producing many current and past planning leaders, was discontinued in 1995.

The team first met at the GAO Building on 19 February 2002 to face the challenge of recreating the intensive 11-month residency program of high quality, high value, and high success without the logistical and social problems that would arise at the office and home if the original PA model was reinstituted.

By identifying those aspects of the old PA program which could not easily be replicated in available Corps training programs, the team created training standards and a delivery model that was launched on 23 January 2003, just 11 months after the initial meeting of the team.

Currently, 8 PA's representing their home MSC's are approaching the midway point in the program, which consists of a number of 1-2 week training modules located in DC and each of the 8 MSC's over a 7 month period. To date, the program is proving to be a grueling, rigorous experience rich in experiential training. While the travel and course work is challenging, the quality of the learning is at a

high level, and enforced by the PA's themselves, who are exhibiting a high level of passion for the program and its objectives.

Masters Program

While the PA Program could be characterized as emphasizing experiential training over academic learning, another crown jewel of the PEP answers this need. While the team was solving the PA development and delivery puzzle, a team from HQ, IWR, the MSC's, and the Universities Council on Water Resources (UCOWR) was meeting at Ft. Belvoir and other locations to explore the possibility of creating an accredited program of academic study in water resources at the Masters level.

Again, developing a new program was a daunting task, as innovative as it was challenging. Working with UCOWR and Corps professionals, a basic curriculum was established with specific learning objectives and delivery mode that combines residency and distance learning that was workable for and of interest both to a growing number of UCOWR member universities and Corps professional staff.

Expectations for a near term launch of this unique cooperative effort were low. It was anticipated that the first student entering this program at either Johns Hopkins University, Southern Illinois University, University of Arizona, or Washington State University, the 4 original institutions to commit to developing and delivering this program, would be fortunate to start in the Fall semester of 2005, or optimistically, 2004. Instead, the first student registered in the Masters Program in Water Resources Management and Planning entered Johns Hopkins University in the Fall Semester of 2003. Since the establishment of the program at the schools mentioned above, the University of Florida has signed on. Discussions with other schools are continuing.

This program is not just for planners, either. Any professional involved in water resources is encouraged to apply for admission. The Director of Civil works has challenged each MSC Commander to send 2 students per year to a university offering this Masters program. Call the Masters degree Program Coordinator at 703 428-6593 for more information, or go to

<http://www.usace.army.mil/mastersdegree/index.htm> 

Planning Leadership Development


Rennie Sherman – CECW-PD

Strong planning leadership is essential to building and maintaining a strong Civil Works program. This includes having effective, empowered and properly graded planning chief positions throughout USACE, and filling these positions with effective planning leaders. Unfortunately, the Corps planning leadership has been diminished over time and there has been increasing difficulty in replacing that capability nationwide.

Assuring planning leadership capability involves three components: the planning chief position, the candidate pool, and the recruitment process. Each of these components may contribute to the problem, i.e., some senior planning positions have not attracted a wide enough array of capable candidates; the pool of planning leadership candidates may not be sufficient; and the recruitment process may not effectively match the planning leadership positions with qualified candidates. In response to the identified problems,

MSCs reviewed their leadership positions, including structure, function, and organizational relationships. In addition, MSCs have proceeded to establish GS-13 technical positions in the districts, both for improved retention of planning capability and to enhance the candidate pool for senior positions. Although considerable progress in establishing technical GS-13's has been made in some MSCs, others are just getting started. MSCs have also been working to assure that each MSC planning organization is staffed by a three senior GS-14s, an economist, an environmental planner and a plan formulator; and HQUSACE is establishing a GS -15 Chief Environmental Planner and a Chief Economist position; actions essential toward ensuring that strong environmental and economic technical leadership is in place at all levels.

Late in 2002, each MSC initiated the development of a planning leadership development plan. These efforts have been complementary to and consistent with existing leadership development programs within the MSCs and within individual districts. In addition to the organizational components described above, formal and informal activities including mentoring, coaching, developmental assignments and participation in planning boards and communities of specialized planning expertise have been designed in order to develop future planning leaders. MSC plans have included a variety of innovative proposals as well as successful techniques already in use. Plans also include performance measures and milestones, and will be updated annually. Leadership development plans are dynamic and will continue to evolve as we learn from experience.

The announcements for the two senior leadership positions are on the Army personnel web site at <http://www.cpol.army.mil/> and on the OPM web site at <http://www.usajobs.opm.gov/>: Chief Environmental Planner (Army vacancy # NCFL03102389; OPM vacancy # FL-DEU-03-3428, GS-15) and Chief Economist (Army vacancy # NCFL03102377; OPM vacancy # FL-DEU-03-3429, GS-15). The closing date for both is 1 May 2003. 

Planning Centers of Expertise

Raleigh Leef – CECW-P


All Corps districts need to retain basic plan formulation, economic and environmental capability; however, all Corps districts cannot afford to retain specialized planning capability. In addition, as Corps planning studies increase in size and complexity, there is an increased need for specialized planning capability.

Recognizing these concerns, the Director of Civil Works (DCW) indicated to the MSC Commanders in a 7 July 2002 e-mail the need to develop regional plans to concentrate high levels of capability in appropriate areas of specialization for complex project formulation, evaluation, and review. In addition, the President's FY 2004 Budget Request called for the establishment of one or more centers of expertise that would be responsible for studies of projects that are likely to be costly, complex, or controversial. Also, the Congress addressed this issue in the FY 2003 Appropriations Act where it urged the Corps to review ways in which we can improve our capability, to include concentration our technical and planning expertise in regional centers.

The MSC Planning and Policy Chiefs discussed Regional Centers of Expertise in detail in August 2002 and in February 2003. In early March 2003, each MSC recommended the establishment of a multi-functional planning expertise center. The DCW, in a memorandum dated 16 April 2003, stated his full


support for the establishment of the proposed MSC planning centers of expertise with enhanced capability in specific business functions.

Further, it is the DCW's intention to designate a MSC planning expertise center as USACE planning center for each of the five key business functions (inland navigation, deep draft navigation, flood damage reduction, hurricane and storm damage prevention, and ecosystem restoration). That USACE designation will reflect a significantly higher level of capability sufficient to provide planning support, including independent technical review, to district planning studies nationwide. The DCW also envisions these USACE planning expertise centers as the focal points for IWR and ERDC - based research and applications on complex planning studies, modeling and other analytical process improvements.

The DCW invited the MSC Commanders to submit their proposals for USACE planning centers by 15 June 2003. The robustness of proposed centers will be judged on their capability to provide specialized support to district planning activities. To adequately evaluate the proposals, the MSC were requested to include in their submittal the following information (may address both existing and proposed conditions) for that business function: (1) breadth and depth of expertise - disciplines covered, total number of staff, years of experience, advanced degrees, and relationship with other institutions (e.g., colleges, research institutes); and (2) organizational structure - physical location, physical concentration, and physical and virtual connectivity. 


Quality Assurance and Quality Control

Zoltan Montvai – CECW-PM

The Director of Civil Work and Headquarters Planning Leadership are fully committed to improving the quality of Corps planning documents. It is essential that our documents clearly articulate the results of the Corps planning process from problem definition, plan formulation and evaluation to plan selection, and that the planning process results in unbiased and defensible recommendations to Congress for authorization of needed, economically justified, environmentally sensitive and socially acceptable water resource projects. A key to producing quality planning products is accountability at all levels of the organization. As part of the planning improvement program, MSCs were requested to review and update as appropriate, their Quality Management Plans (QMP) that address the preparation, review and quality assurance and quality control of planning products at the district and division levels. MSCs have made significant improvements in their QMP that address Quality Assurance at the MSCs, and Quality Control and Independent Technical Review at the district levels. We applaud their efforts in taking an essential first step toward producing higher quality planning reports. The updated QMPs require the involvement of technical chiefs and their organizations in review and approval of decision documents; involve the planning chiefs and planning organizations in the development, review and approval of planning documents; and require that Independent Technical Reviews be conducted by specialists and/or organizations outside of the design districts. We are confident that these key steps, and a commitment to accountability at each level, will in fact produce high quality planning products that will reflect well on the Corps organization as a whole. We look forward to your continued commitment to this important effort. 

Delegation of Authority

Doug Lamont – CECW-PC

The Acting Assistant Secretary of the Army (Civil Works) has approved a plan that would allow for certain delegation and approval authority to the MSC Commander for post-authorization decision documents and PCAs. The proposal is based upon an accountable process that employs a checklist-based approach to surface and resolve policy/legal issues through early involvement of the vertical team and to serve in auditing purposes. HQUSACE is preparing guidance that would set forth procedures providing for delegation of approval authority to MSC Commanders for all post-authorization decision documents that are in accordance with policy, and Project Cooperation Agreements that follow an approved model agreement. MSC Commanders will be requested to prioritize staff resources and capability to assure policy and legal compliance, while HQUSACE will refocus its resources and capability to provide upfront and continuous advice, support, training, and guidance to MSCs and districts. 

Planning Model Improvement –

Ken Orth – IWR-MD & Harry Kitch – CECW-PG

As a part of a USACE commitment to improve planning products, the Director of Civil Works chartered the Planning Models Improvement Program Task Force in December 2002 to “review, improve and validate analytical tools and models for USACE Civil Works business functions.” The Director designated Dennis Wagner of Northwestern Division and Ken Orth of the Institute for Water Resources as Task Force co-chairs and directed the Task Force to have a final report with recommendations completed by the end of FY 2003. Subsequently, each Division identified a Task Force team member:

Dennis Wagner, Northwestern Division, Co-Chair
Ken Orth, Institute for Water Resources, Co-Chair
Gloria Appell, Galveston District
Jim Fredericks, Northwestern Division
Linda Hihara-Endo, Pacific Ocean Division
Mitchell Laird, Louisville District
Debbie Peterson, Jacksonville District
Dan Sulzer, Los Angeles District
Rayford Wilbanks, Mississippi Valley Division
Bill Hubbard, New England District
Harry Kitch, Headquarters, and other senior staff from HQ and IWR

The first meeting of the Task Force was held on 15-17 April 2003 in Alexandria, Virginia. The purpose of the meeting was to scope the issues to be addressed and to develop a project management plan leading to a final report. Each day of the first Task Force meeting progressively built toward meeting the team’s purpose:

April 15 – The Task Force heard introductory and background information from a variety of speakers. MG Robert Griffin, Director of Civil Works, and Mr. Jim Smyth, Assistant Secretary of the Army (Project Planning and Review) spoke about the need, purpose and expectations for the Task Force. Dr. Mark Dunning, Institute for Water Resources, spoke about lessons learned from the Civil Works

Planning Capability Task Force. Dr. Jeff Jacobs, National Research Council, spoke about the Section 216 [of Water Resources Development Act of 2002]] study on planning methodologies. Mr. Keith Hofseth, Institute for Water Resources, spoke about the Navigation Economics Technologies (NETS) research program.


April 16 – The Task Force discussed and debated a variety of major issues related to planning models, including:

- What's a planning model?
- Criteria for a good model.
- Frameworks for organizing models.
- Mandatory, discretionary and informational models.
- Peer review of models.
- A nationwide survey of models used in Corps' planning.
- Prioritizing planning needs.

April 17 – The Task Force brainstormed problems and opportunities related to planning models, possible report recommendations, and a report outline. The team also developed a project management plan that established key milestones through September 2003 and assigned further investigation and analysis work to sub-teams of the Task Force.

Key Task Force Milestones are:

- 17-19 June 2003 – Second Task Force meeting, in the Washington DC area, to discuss sub-team products and hear from other interested parties.
- 19-21 August 2003 – Third Task Force meeting, in the Washington DC area, to discuss and finalize the report.
- 30 September 2003 – Final report to the Director of Civil Works.


Corps' Districts and Divisions can expect to be involved with the Task Force in at least two ways over the coming months. First, Task Force team members have been encouraged to seek information and advice on an ad hoc basis about the full range of issues related to planning models from their peers, leadership and others who have an interest and would like to contribute to this effort. Second, the Task Force expects to survey Corps field offices in late July 2003 for information about planning models. The survey will be web-based, and will be open for participation for about two weeks. The Task Force appreciates everyone's cooperation and contributions through the survey and discussions with Task Force team members. 

Environmental Benefit Evaluation Procedures

Harry Kitch – CECW-PG


As the Corps water resources development programs evolve to providing both economic and ecosystem benefits, our ability to evaluate the environmental benefits also must continue to grow. The Institute of Water Resources (IWR) has been asked to work on improving our evaluation procedures. A protocol for matching ecosystem evaluation techniques with the scale and type of planning study has been developed and is currently out for review. The main focus of the protocol is on "environmental evaluation" relating to the selection and use of ecological assessment models for evaluating environmentally sustainable projects. This focus corresponds to the broad Corps planning process because the individual planning steps cannot be considered in isolation of the planning process as a whole. For

these reasons, the protocol is structured along the Corps six step planning process, emphasizing environmental evaluation considerations within each step.

In addition, as part of improving environmental benefit analysis for ecosystem restoration planning, including formulation and evaluation, IWR has prepared a draft report (developed from an earlier white paper) that identifies and examines a diverse set of relevant issues for Civil Works planning. The draft report includes a preliminary strategy for near term and long-range efforts to improve Corps evaluation capabilities and tools, and simultaneously to advance development of the NER (national ecosystem restoration) framework. This report will be sent out for field review shortly. 

Environmentally Sustainable Project Formulation


Lillian Almodovar & Harry Kitch – CECW-PG

A draft Engineering Circular (EC) has been developed to reaffirm policy and provide procedures for the formulation and evaluation of combined plans that contribute to environmental sustainability as defined in the Environmental Operating Principles. This is the continuing evolution of guidance that has been circulated for comment over the last year. The procedures are intended to encourage the formulation of plans that effectively and reasonably balance economic and environmental benefits and are cost effective. The EC emphasizes the P & G requirement to develop plans that are consistent with protecting the Nation's environment through avoiding, minimizing, or if necessary mitigating negative impacts. For plans that provide a mix of economic and environmental benefits, the procedures require the formulation of a range of alternatives, the identification of cost effective plans, the evaluation and documentation of the trade-offs between plans, the identification of a justified combined plan, an explicit comparison between the justified combined plan and the NED or NER Plan, and documentation of the rationale for selecting the Combined Plan. The draft EC has been revised to address the comments and concerns of field reviewers, ASA (CW) and independent reviewers and is currently under review in Headquarters. Publication of the EC will be followed by an EP that will include an example of the application of the principles and procedures stated in the EC. Concurrently, Headquarters is identifying the tools that are needed to help the field accomplish the evaluation and trade-off analysis and implementing a plan to provide those tools in the near future. 

Office of Water Project Review

Doug Lamont – CECW-PC

The Chief of Engineers has approved a proposal to re-establish a national project review office to provide a focused, dedicated HQUSACE team to conduct policy and legal compliance review of decision documents that have not been delegated, and provide early-on support to the MSCs/districts in issue identification and resolution. HQUSACE will re-establish a strengthened national project review through creation of an Office of Water Project Review under the overall direction of the Chief, Planning and Policy Division, in the Directorate of Civil Works.

The team would be comprised of representatives from Civil Works, Real Estate, and Counsel with review expertise in economics, plan formulation, environmental, cost sharing, real estate, law, and engineering/operations policy. This office would provide: 1) direct mission-based support to the decision document/PCA execution schedules of field commanders, 2) vertical and horizontal teamwork, emphasizing early policy compliance support, 3) focused policy/legal compliance review realigning existing HQUSACE expertise, 4) ability to administer external independent review as needed, and 5) a key link to the new OASA (CW) Office of Project Planning and Review. Development of an implementation action plan is currently underway. 

Jim's Final Note

Jim Johnson – CECW-P

This special issue of *Planning Ahead* is devoted to the Planning Excellence Program (PEP), a set of initiatives to improve the Corps of Engineers planning capability, processes, and its important project review function. PEP represents the evolution of initiatives over the past several years to improve planning decision documents, and Corps of Engineers projects as well.


As I look back to the October 1998 edition of *Planning Ahead*, it's interesting to note the objectives we identified then to support a strong, responsive and highly respected civil works program: improve planning outputs, improve planning initiatives, improve the planning process, improve the report production process and improve planning capability. We have made major substantive gains, but it takes only a cursory review of our PEP initiatives to see that this continues to be a *work in progress*.

Based on having faced this challenge over the past several years, I offer the following observations.

- **Sound planning is at the heart of the Civil Works program.** As the Corps' institutional capability to plan is diminished, that impact can reverberate adversely throughout the civil works program for years.
- **Planning capability can be lost easily, but it cannot be regained easily.** The recent decline in planning capability was our wake-up call. Other resource agencies that have lost their planning capability are unlikely to fully regain it.
- **We cannot improve our water resource problem solving by merely improving planning capability.** We also must assure that our organizational structures, roles, and responsibilities facilitate the effective engagement of our planning capability.
- **Effective planning must lead to sound, sustainable solutions.** We must solve water resource problems with environmentally sustainable projects, through a planning process that emphasizes common sense, balanced economic and environmental values, collaboration, and a holistic, watershed perspective.
- **Ultimately, the projects we plan must be in harmony with nature.** Invariably, projects that reflect sound science and an understanding of natural processes will be better projects, and they will be received more favorably now and in the future.

In the process of developing the PEP initiatives, we identified some of the fundamental problems in carrying out successful water resources planning, and we have set forth specific actions to address those problems. Each of the nine PEP initiatives is discussed in this issue. They are our corporate challenge. Success will be measured in our ability to accomplish each of these initiatives, as well as in improving


our planning decision documents and the quality of Corps projects. I have every confidence that the Corps of Engineers can and will deliver!

And finally, I will retire as the Corps of Engineers' Chief of Planning and Policy on May 3, after a 34-year career in the Corps. It's hard to believe it has been that long. I've been blessed to have a supportive family, wonderful friends (inside and outside the Corps), and to be a proud member of this great agency, the U.S. Army Corps of Engineers. Thank you all! 

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Submissions Deadline

The deadline for material for the next issue is **25 April 2003**.

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